LET'S CULTIVATE AN ETHICAL SPIRIT
KEDGE IS COMMITTED TO THE COMMON GOOD
— KEDGE’s raison d’être is to develop the talents of future professionals and help them to manage the uncertainty and complexity of the world by acquiring a holistic view built on and guided by the collective interest and common good. Technological, environmental and social changes are some of the core challenges that our students, future business leaders, will need to incorporate.

Over the last ten years, KEDGE has played its part in the evolution of higher education from the perspective of CSR. The school’s CSR strategy is geared towards this transformation and is in line with the United Nations’ 17 Sustainable Development Goals. This sustainable development report reflects on the actions undertaken by the school, its successes and also its difficulties, aware that adaptation to the change requires time, support and teaching.

OUR RESPONSIBILITY AS A HIGHER EDUCATION INSTITUTION
— UA business school (like any organisation) has an immediate impact on its social, economic and natural environment. As an educational institution we also have a key impact on the people that we train, as well as the partners that we support. We must not underestimate this responsibility because we play a part in shaping the future approaches and conduct of tomorrow’s managers and business leaders. For this to happen, KEDGE has adopted a resolutely transversal and holistic approach. For besides our academic excellence, which we can rightly be proud of, it is through consistency that we are building our legitimacy and credibility.

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**CÉLINE CLAVERIE**, General secretary

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**JEAN-CHRISTOPHE CARTERON**, Head of CSR

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15,150 STUDENTS
668 EMPLOYEES, 60/40% F/M recruitment
7 CAMPUSES: Bordeaux, Marseille, Paris, Toulon, Suzhou, Shanghai and Dakar
176 PERMANENT FACULTY MEMBERS, of which 44% are international
282 INTERNATIONAL PARTNERS, including 57 in an emerging country (BRICS/MINT/CIVETS/PPICS)
77% OF GRADUATES say that they apply the concept of responsible manager and 23% declare that the CSR issues form part of their role
SUSTAINABLE DEVELOPMENT: GLOBAL OBJECTIVES

The Sustainable Development Goals (SDG) are the new international roadmap. Since they were adopted in 2015 by the UN’s 193 Member States, KEDGE has been working to consistently implement them in the school’s strategy.

GLOBAL COMPACT

In 2005, the school signed up to and adopted the core values and principles of the UNGC in the areas of human rights, labour standards, the environment, and anti-corruption.

SIX PRINCIPLES FOR RESPONSIBLE EDUCATION

For more than a decade, the school has monitored its progress in implementing its sustainable development strategy in line with the six principles for Responsible Management in Education supported by the United Nations (UN PRME). It regularly produces SIP reports (Sharing Information on Progress) such as this to help its stakeholders understand its commitments and actions. This report incorporates the six PRME principles into our strategy.

DD & RS LABEL

The Green Plan is THE ‘Sustainable Development’ guidelines for French higher education. It helps to assess the progress and relevance of actions undertaken by the institution as part of CSR. It is recognised by the French State and serves as a self-diagnostic guide, a dashboard and a strategic guide. Since 2014 it has been used as the basis for the DD&RS label which the school has just been awarded for four years. The Green Plan guidelines form the backbone of KEDGE’s CSR strategy and the school is one of sixteen schools and universities to have the DD&RS label.

HESI: A KEY INTERFACE

Launched on the eve of the United Nations Conference on Sustainable Development in 2012, HESI represented more than one third of the 700 voluntary commitments of Rio+20. Driven by our school and supported by several UN entities (UNESCO, PRME, UNDESA and UNEP), HESI marks a genuine turning point in the recognition of the intrinsic responsibility of higher education institutions. Today, it acts as a key interface between the academic world and the UN agenda aiming to advance sustainable development education in higher education, science and policy-making through teaching, research, local development and on-campus actions and sharing information with international networks.

OUR COMMITMENTS AND GUIDELINES

The school’s CSR (Corporate Social Responsibility) strategy is intentionally systemic and covers the full spectrum of KEDGE’s activity (research, teaching, social and environmental management of our campuses, governance, etc.). It combines "excellence & consistency" and is based on recognised guidelines.
— What makes KEDGE unique is its viral approach combining ‘excellence and consistency’, affecting our entire ecosystem. Wanting to make our school a key player in the emergence of an enlightened society requires a clear vision, a shared will, resources and skills, monitoring indicators and an action plan.

In 2007, KEDGE wrote its first CSR strategic plan and created a CSR department with a permanent team, an independent budget and a place on the Executive Committee. A network of CSR advisers then followed. They cover all the departments including the network of CSR managers in the school’s student associations, thus expanding the set of stakeholders. The school is now widely recognised not only for its actions, but also for its contribution as a model for social responsibility in higher education institutions within UN bodies.

KEDGE has absolutely no desire to jealously guard its place as a “sustainable development leader”, preferring to be an international reference, an inspirational example, fuelled by both its successes and failures. In short, a “global player and citizen”.

SUSTAINABLE PERFORMANCE
— The school has a duty to measure and improve its social, economic and environmental impact and involve all of its stakeholders in doing so. With this in mind, a “Sustainable Performance” working committee was set up in 2017 to structure and create tools to assess and monitor KEDGE’s sustainable performance in the field of organisation-wide and complex CSR actions.
A steering committee for sustainable performance has this year begun a strategy of implementing non-financial indicators. Once compiled, these indicators are included in the integrated management software package used in the school’s finance departments. This information system, exclusively financial at the start, now incorporates not only accounting but also budgets, purchasing processes and monitoring of non-financial indicators. These enhanced dashboards will help to manage and monitor the school’s overall performance.

**DD&RS Label**

In June, KEDGE was awarded the Sustainable Development and Social Responsibility (DD&RS) label by the Conférence des Grandes Écoles and the Conférence des Présidents d’Universités. KEDGE thus became one of the 16 schools to hold this label. The auditors particularly noted the level of the school’s ambition and the general consistency of its approach (involvement of staff and students, importance of sustainable development and social responsibility in the teaching and research as well as systems for social support). Some areas for improvement were identified regarding monitoring of performance indicators and processes of co-construction with the stakeholders. This label confirms KEDGE’s strategic position around the common good.

**KEDGE AND THE UNITED NATIONS: PROMOTING AND DEMONSTRATING**

KEDGE takes part in the High Level Political Forum (HLPF) in New York each year with two objectives: promoting the involvement of teaching institutions in training young people to be aware of their social and environmental responsibility, and demonstrating these actions. This year our representatives presented the projects undertaken by KEDGE with the UNEP Education (Youth and Education Alliance in Nairobi). The Sulitest was also recognised in the official SDG4 (education) review and several Sulitest quiz sessions were held. The KEDGE team also took part in the steering committee workday at the annual HESI (Higher Education Sustainability Initiative) conference. The work group’s next international meeting is due to take place at KEDGE in June 2020 as part of the (IUCN) World Conservation Congress.

**SDG Roadmap**

In early 2018 the French government launched a high-level steering committee for the roadmap for the Sustainable Development Goals. Many key players in society (companies, trade unions, NGOs), as well as government ministries, helped to compose this roadmap planned in September 2019. KEDGE, as a representative of SDSN France (see page 15), pushed in particular for sustainable development to be made a part of all higher education programmes, as well as in research projects and student projects. KEDGE believes that building a sustainable world involves improving the knowledge, skills and mentality of all current and future economic and political decision-makers.

**Corporate Breakfasts**

Over the last two years the school has held regular meetings where the various departments can present their actions in detail and initiate collaboration between the different internal parties. Following the Corporate breakfasts, during which employees have been able to take the Sulitest quiz, it was decided to produce a module of questions about the important aspects of the school’s CSR strategy with which all employees should be familiar. An initial version of this customised module has been put together by a volunteer group of employees and should be available to all new employees from the start of the next academic year.

**KPI 2020 Objective**

4.5/5

Green Plan score for ‘Sustainable Development’ in French higher education and self-diagnosis tool.
KEDGE
Sustainable Development Report 2018-2019

06 — Education and training

PASCAL VIDAL, Director of programmes

“To enable our students to engage with the world, we do not just provide them with tools, we also work on knowledge, meaning and action. We aim to train men and women capable of reinventing the world and reconnecting business issues with those of Society.”

TRAINING RESPONSIBLE MANAGERS

— KEDGE’s mission is to develop managers’ talents and offer them lifelong support in a global, complex and borderless environment. The school aims to train innovative, ethical and socially responsible managers, equipped to meet the needs of businesses and contribute to their development.

Higher education graduates are the citizens of tomorrow, a generation with a key role to play in the 21st century. They will have to make decisions which will impact society and the world at large. It is not the school’s responsibility to train sustainable development managers, although some of its students will become just that. We must provide all future marketing, purchasing, financial and HR managers, as well as future decision-makers and entrepreneurs, with everything they need to embrace sustainable development as a key success factor in both their personal and professional lives.

OUR EDUCATIONAL TOOLS

— Topics such as innovation, intra/entrepreneurship, social and solidarity economy and emerging business models are all tackled in courses dedicated or related to sustainable development and CSR. Other educational tools made available to Kedgers have also proven to be effective for several years. Pro-Act projects enable all students to benefit from a transdisciplinary experience. This allows them to develop “non-academic” skills, such as creativity and interpersonal skills in professional relationships. The Be-U scheme supports students in their personal and professional development. It operates on three dimensions: how to be (discovering oneself), how to live (professionalising experiences) and how to become (building their personal career plan). Finally, our Careers Centre nurtures relationships with the professional world, notably with recruiters, through a range of events held throughout the year.

PRINCIPLE 3: METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

8,000 HOURS of collective coaching
920 HOURS of individual coaching
33% OF INTERNSHIPS dedicated to CSR missions
213 STUDENT PROJECTS
WORK IN PROGRESS

**INDUCTION WEEK**

In preparation for the start of the next academic year, a week of inspiration for new students with a reworked format around three areas: ME, WE and ALL OF US. These relate to the school’s fundamental values: the common good, personal development and entrepreneurship. The objective is to form a connection and trigger a process of thinking and actions enabling students to connect with themselves (ME), connect with others (WE) and connect with the world (ALL OF US).

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**STUDENTS’ COP**

In April 2019, the student association Unis Terre organised France’s first Students’ Cop (Conference of Parties about the Climate) in collaboration with the French Network of Students for Sustainable Development (REFEDD) and the Cop in MyCity simulation by the Climates association. Around one hundred students from the region came together to negotiate and take on roles. A very real raising of awareness about the current ecological challenge. The weekend finished with a second phase of work on research into solutions to implement on the campuses.

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**CSR MAJOR**

One of the school’s priority teaching areas concerns the common good. This is why at the start of the next academic year KEDGE is introducing a major dedicated to CSR for students who wish to take it, as well as the basics of sustainable development taught to all students. Courses taught in English on the Bordeaux and Marseille campuses are adapted to the challenges of today’s world. The courses offered include: CSR and sustainable innovation, business CSR & international development, creating social change, innovation for a better society, business in the circular economy, cases in international CSR, understanding and preventing organisational corruption, climate change and business.

---

**PROCTORING**

A new tool is being tested to improve the monitoring and assessment of remote learners, augmented by new technologies. This tool helps to respond to a number of observations about the possible unfairness of the assessments, makes the monitoring more professional, optimises the time required from faculty staff and also the teams responsible for the hitherto physical organisation of the tests, improves the planning and use of the classrooms, reduces travel and therefore helps to reduce our carbon footprint.

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**KPI 2020 OBJECTIVE**

Minimum Sulitest score for all students. An internationally recognised test initiated by KEDGE, measuring students’ knowledge in the field of sustainable development.

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**YOGA MANAGEMENT**

Students are demanding new forms of teaching. The ‘Conscious leadership and collective intelligence’ course considers the fact that we are more than just brains and teaches conscious leadership by embodiment and collective intelligence through, among other things, yoga sessions. Yoga improves emotional stability (fear, anger, sadness), power, authenticity and wisdom, through postures, breathing, meditation, etc. The immense social challenges that we face can require a quality of presence able to face up to complexity, ambivalence and acceleration of change, by working on new collaborative and emerging methods in order to work collectively as responsible citizens.

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Minimum Sulitest score for all students. An internationally recognised test initiated by KEDGE, measuring students’ knowledge in the field of sustainable development.
INVENTING TOMORROW’S WORLDS

We owe the excellence of our research to the unique skill sets and profiles of each and every one of our faculty members. Their intellectual contributions are part of a never-ending quest for better science and supporting the success of the company’s various stakeholders. Since 2016, our research has been organised into three centres of excellence (CSR, Supply Chain and Marketing) and five centres of expertise (Wine & Hospitality management, Innovation & Entrepreneurship, Health Management, Finance Reconsidered, Creative Industries & Culture).

Our research is not restricted to the publication of academic articles, though our researchers are prolific in this area. The school’s goal is to see the skills and expertise of our faculty members shape our teaching and its content and influence the best practices of businesses and all economic and social actors. The faculty’s expertise is also disseminated through organised conferences, contracts with businesses and the publication of specialist books and practical guides.

OUR RESEARCH ACTIVITY IS INTERNATIONAL

Members of the CSR centre of excellence are researchers specialising in areas such as incorporating CSR into business strategies, decision-making, performance monitoring, communication and CSR reporting.

Our research policy brings together almost 200 faculty members and over 10,000 students and evolves in time and space. Our faculty members’ output is already resonating far beyond French borders, and they are internationally recognised in their fields of expertise.

PRINCIPLE 4: RESEARCH

We will conduct conceptual and empirical research that advances our understanding of the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic values.

4 RESEARCH CHAIRS regarding sustainable development issues
51 PUBLICATIONS incorporating CSR
22% RESEARCH STUDIES regarding CSR issues
Following the launch of an MSc in Responsible Finance two years ago, KEDGE is forming a research chair with Candriam to understand how the sustainable and responsible issues generate value and have repercussions for the company, whether economic, financial, reputational or socially ethical. It aims to advance research in management sciences based on robust and reliable models enabling impact assessment. The chair must also fulfil its role of promotion and education and help new generations to learn about the issues of sustainable finance.

KPI 2020 OBJECTIVE

1 centre of excellence is dedicated to CSR and each centre of expertise hosts a CSR-related project or research chair.

Responsibility Consumption
A research chair dedicated to responsible consumption was set up in January 2019, instigated by VIN & Société and making use of KEDGE’s expertise in the field of wines and spirits. On behalf of 500,000 operators in the wine industry, VIN & Société is working towards a “prevention revolution” by focusing on two key areas: responsible wine consumption and the protection of at-risk populations. The chair’s objective is to analyse the role of education and information in the responsible consumption of wine. Headed by Olivier Gergaud, professor of economics, the chair serves to feed reflection and the choices of the wine industry when it comes to preventative actions and encouraging good practices to avoid abuse of the product and associated risks. A total of two million euros will be invested by 2022.

Handicap
As part of European Disability Employment Week (EDEW), KEDGE organised a round table discussion on the topic of “Inclusion of disabled people: Education and Employment”. The round table discussion resulted in KEDGE and Société Générale signing a partnership for a research project on the evolution of managerial practices related to invisible disabilities.

Dissertation Competition
The Agipi chair, launched in April 2018, about the transformation of entrepreneurship and freelance work, has set up a prize for the best student research dissertation. The topics involve a better understanding of the issues and are on one of the chair’s four research areas:
- entrepreneurship, socio-cultural evolutions and managerial practices: change of value systems & new entrepreneurial desires,
- quality of life and wellbeing in the workplace in freelance entrepreneurship: determining factors & issues regarding social protection,
- governance and production methods: new organisations of work & challenges of platform economies,
- new forms of entrepreneurship in Europe: recognition by public authorities & socio-professional risks.

POCFIN
PocFin, run by Professor Thomas Lagoarde-Segot, is the result of the partnership formed in May 2018 between KEDGE, the Fondation Maison des Sciences de l’Homme (FMSH) and SDSN (Sustainable Development Solutions Network) which promotes the Sustainable Development Goals (SDG) adopted in 2015 by the UN’s General Assembly. Officially launched in January 2019, the international network PocFin (Post-Crisis Finance Research Network) helps to reinvent the field of academic finance in order to respond to the climate, social and economic challenges of the 21st century. Its members work on developing methods, representations and concepts enabling an overhaul of economic and financial analysis.
ENCOURAGING EQUAL OPPORTUNITIES/TREATMENT

CHRISTOPHE HERRMANN, Human Resources Manager

“Our primary mission is to train the managers of tomorrow, but we obviously want to give our employees the opportunity to develop both personally and professionally throughout their career. With this in mind, we want to develop the training, including for managers, internal mobility, internal communication and individual and collective support for change. We are convinced that promoting human diversity is instrumental in achieving sustainable financial and societal results.”

PRINCIPLE 2: VALUES

“We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.”

— At KEDGE, we believe that factors such as wellbeing, diversity, personal growth, work/life balance and meaningful work have a direct impact on overall business performance. There is no doubt that the system must be human-centred. That is why we implement a wide range of schemes and programmes on our campuses dedicated to issues such as disability, gender equality, the LGBT cause, interculturality and equal opportunities. KEDGE and its student associations are deeply committed to these issues on behalf of all their stakeholders.

STRUCTURED SCHEMES IN PLACE

— The school has implemented schemes that respond to strong and sustainable commitments on inclusion, equality of treatment and opportunities. A network of Handikap advisors helps disabled people with issues of access and integration. It is accompanied by training initiatives, workshops and awareness-building and communication campaigns that contribute to our inclusive policy. To combat all forms of discrimination and ensure genuine gender equality with regards to employment, skills development and life-long learning opportunities, KEDGE allocates a specific budget to supporting equality/diversity.

SUPPORTING STUDENTS

— Because the school also promotes cultural and social inclusiveness, it has set up a comprehensive support system to reduce the social and financial barriers to accessing its education programmes: KAP-KEDGE Access Programme. The Wellness scheme works to support the wellbeing of students. It includes a support team consisting of trained volunteer staff and psychologists. The KEDGE community also works to prevent all types of discrimination. This year a new ‘Reporting’ mechanism has been set up for incidents of sexual harassment, sexual assault and discriminatory, sexist or homophobic behaviour.

€864,550 OF KEDGE GRANTS AWARDED TO 361 STUDENTS IN 2019

48% WOMEN/52% MEN: STUDENT REPRESENTATION

60% WOMEN/40% MEN: EMPLOYEE REPRESENTATION RECRUITED IN 2019

1.80% THIS IS THE EMPLOYMENT RATIO OF DISABLED EMPLOYEES AND 80 REGISTERED AND SUPPORTED STUDENTS

CHRISTOPHE HERRMANN, Human Resources Manager

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The school is strongly committed to facing issues related to diversity. This can be seen through our many cooperative projects, research works, courses, internal HR projects and schemes. The school’s latest diversity plan was introduced in 2014.

KEDGE needs to review the way it does things, set new objectives, restructure its actions and thus reaffirm its commitment to meet the new social challenges. A group is being set up to be responsible for the diversity plan. Diversity is a success factor for business and helps to improve inclusion and social innovation through human and economic resources.

2018-2019 ACHIEVEMENTS

REPORTING MECHANISM
This year the KEDGE community launches a zero tolerance campaign for acts of sexual harassment, sexist and sexual violence and homophobic discrimination. The ‘Reporting’ mechanism was launched and teams recruited within the school (administrative and faculty staff) on the different campuses. They have been trained to take statements from victims and/or witnesses. Information is then provided to the management bodies for possible implementation of protective and disciplinary measures. Support for victims in legal proceedings is also provided as well as directing them towards specialist organisations as part of the system.

INCLUSION
A round table discussion on ‘Inclusion of disabled people: Education and Employment’ was led by Cyril Bart, director of the agency ‘Com/Une différence’, with contribution from Sophie Cluzel, Secretary of State in charge of People with Disabilities. The Secretary of State, a KEDGE graduate (1982), took this opportunity to praise the good practices implemented by the school in terms of training, professional integration and research into management of disability.

EQUALITY PROGRAMME WITH QUALIFICATION
This eight-day programme, leading to a qualification, supports female managers wanting to prepare for positions on boards of directors or supervisory boards, either in their group or externally. Since the introduction of the Copé Zimmerman law adopted on 13 January 2011 stating that boards of directors of large and intermediate size companies must consist of at least 40% women, KEDGE and LEYDERS Associates have joined forces to develop certified training that responds to these challenges.

SUPPORT
Organised by the UPE 13 for the second consecutive year, ‘Make the choice’ is above all a support programme and a competition where the objective is to encourage entrepreneurship among young people who have no higher education but have an idea or business project. KEDGE Entrepreneurship and the business nursery used their expertise to support and prepare four of the finalists in the competition. The final winners were announced on 6 September at the Entrepreneurs Forum held on KEDGE’s Marseille campus.

KPI 2020 OBJECTIVE
BEST PLACE TO WORK AND TO LEARN
To provide KEDGE with a satisfactory environment for both employees and students.
Environmental management

SETTING AN EXAMPLE ON OUR CAMPUSES

— Ecological transition cannot be achieved without the commitment of everyone and their full participation in the project. We will have met the challenge once we have enabled each member of our community to become a driving force in transforming their environment.

INTERCONNECTED CHALLENGES

— An institution of more than 15,000 students and more than 650 staff members will inevitably have a significant environmental impact. Our presence over multiple campuses and the fact that almost all students do a stay abroad only add to that environmental impact. The increase in student numbers, inter-campus trips and digitisation are also new challenges that KEDGE needs to address, adapting campuses to these new conditions whilst staying true to our environmental commitments.

Many years ago, the school initiated a continuous improvement process that enables students, administrative staff and faculty staff to commit to being role models.

Environmental performance is a major issue for KEDGE since its climate commitment, signed in Copenhagen in 2009 at the United Nations Conference on Climate Change. We remain just as committed, or even more so this year where there is a collective awareness about climate issues that will have a direct and rapid impact on our everyday lives. The climate plan has therefore been readjusted this year to go further and be stronger in achieving our very ambitious objective of being carbon neutral by 2030.

We have two priority issues for this year: mobility and biodiversity.

PRINCIPLE 5: PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of the challenges in meeting social and environmental responsibilities and together explore effective approaches to meeting such challenges.

90% TO 100% RECYCLING (cans, plastic bottles, paper, card, bulbs, batteries, electronic waste)

70,500 CIGARETTE BUTTS recovered

1,800 LITRES OF COMPOST produced

AURÉLIE SASSIER AND ÉLODIE DIJON, Infrastructure and Real Estate Managers

“Our campuses are creative, intelligent and open, to provide a pleasant and environmentally friendly living environment for employees and students during their studies. Every day we move towards reducing our ecological footprint.”

KEDGE / Sustainable Development Report 2018-2019
The school wishes to reduce its carbon emissions to move towards an objective of neutrality for its campuses by 2030. With this aim in mind, the ‘Stay on the Ground’ project has been set up to offer an alternative to flying for employees who have to travel between the two campuses of Bordeaux and Marseille. Employing a strategy aiming to improve the comfort of working on the train, an initial experiment has just been launched among a limited panel of employees. A ‘mobile worker kit’ (4G dongle, USB stick and 1st class travel) is provided to ensure comfort of working while travelling. We are planning to deploy the initiative more widely in 2020 in partnership with SNCF.

KPI 2030 OBJECTIVE
MAKING OUR CAMPUSES CARBON-NEUTRAL

CasCioMar 2050, the first marine initiative of CDC Biodiversité’s Nature 2050 programme, has an objective to restore shallow coastal areas around Marseille, Cassis and La Ciotat and adapt them to face the effects of climate change, and to do this by 2050. KEDGE’s commitment is mainly financial, but also educational, and after one year we have helped to restore 5,000 m² of coastal areas around the Bay of Marseille.

GLOBAL CLIMATE STRIKE
Three research professors, Breeda Comyns, Julien Hanoteau and Aurélien Decamps, responded to the call to strike for the climate, initiated by Greta Thunberg. They wrote an article analysing the effects of climate change, stressing the urgency of the situation and the need to act. They call out countries who, although in favour of the Paris Agreement, are falling short and add: "The young people striking for climate actions should inspire all sectors of society to act. Individual action, although maybe insufficient to bring about the necessary changes, can be an important catalyst.” KEDGE students have also got involved with exhibitions and debates.

KEDGE BEES
Launch of the KEDGE Bees project on the Bordeaux campus, sponsored by Arnaud Montebourg, former government minister and co-founder of Bleu Blanc Ruche. The association has installed three hives on the campus with the aim of preserving bees in an urban environment and raising the awareness of Bordeaux residents and students to biodiversity issues. The ‘100% made in KEDGE’ honey will be available from next summer.

CASCiOMAR
KEDGE is stepping up its commitment to biodiversity by supporting Nature 2050, the first programme dedicated to adapting environments in the face of climate change. In keeping with its climate and biodiversity plan, the school is involved in an important project that responds to biodiversity issues in its environment.
— With the aim of building a better future, we are implementing an all-encompassing dynamic within our organisation and we endeavour to engage with our stakeholders through dialogue and construction, supporting the evolution of businesses and organisations and embracing new social, environmental and economic challenges in higher education.

In this context, our Corporate Relations and CSR departments act as connection-enablers between the various stakeholders concerned with these issues. Faculty members, partner companies and organisations, student associations, NGOs, UN entities, expert and reference organisations, graduates and other international, national and regional players form the network with which we are forging strong, dynamic and sustainable links, beyond the ecosystem of higher education and academic research.

**STRONGER PARTNERSHIPS FOR FURTHER INNOVATION**

— In addition to the output of our research chairs, the expertise we have built up in the field of CSR helps us to develop innovative and meaningful partnerships. These partnerships help to increase skills through the exchange and co-creation of knowledge and best practice in areas in which the school has a high level of expertise. These include finance and responsible purchasing, but also developing specific modules for the Sulitest sustainable development exam (in areas such as supply chain, wine management and social entrepreneurship).

The recognition the school receives through such initiatives is the result of the work done by a wide range of internal and external players. Every student project, every research chair programme, every social or environmental action, every exemplary professional path taken by our alumni is part of the KEDGE heritage and contributes to the recognition we enjoy today.

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**PRINCIPLE 6: DIALOGUE**

We will facilitate and support dialogue and debate among educators, students, businesses, government, consumers, media, civil society organisations and other interested groups on critical issues related to global social responsibility.

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**65,000**

Grades around the world

**NEARLY 700**

Partner Companies (all types of partnerships)

**MORE THAN 20**

Local, National or International Networks in which KEDGE is active
WORK IN PROGRESS

ENTREPRENEURS D’AVENIR NETWORK

Three years ago KEDGE hosted the Entrepreneurs d’Avenir parliament at the Bordeaux campus. This event, organised by the network Entrepreneurs d’Avenir, brings together key players in the worlds of economics, politics, science, culture and society who aspire to ‘develop a reinvented economy that benefits humanity, the planet and society’. KEDGE is a partner of the tenth parliament due to be held at the OECD headquarters in Paris on the theme ‘Let’s humanise the progress’ in early 2020.

KPI 2020 OBJECTIVE

DEVELOP PARTNERSHIPS WITH COMMITTED BUSINESSES

Our partner companies understand and share our vision of CSR and we form meaningful relationships with them.
A LONG-STANDING COMMITMENT

Launch at KEDGE  
Joining-commitment  
Initiated-run by KEDGE

RESPONSIBLE CAMPUS COMITE 21  
1er SIMONU  
1er SUSTAINABLE PERFORMANCE RESEARCH CHAIR  
1er ‘CORDÉES DE LA RÉUSSITE’ PROJECT

GLOBAL COMPACT

2005

FINANCE AUTREMENT (‘FINANCE RECONSIDERED’) RESEARCH CHAIR

ESTABLISHMENT OF CSR DEPARTMENT RESPONSIBLE MANAGEMENT NETWORK  
1er CARBON ASSESSMENT

2006

RESPONSIBLE PURCHASING RESEARCH CHAIR  
FOUNDATION FOR RESPONSIBLE MANAGEMENT  
UNEP-GUPES

LAUNCH OF THE CGE’S SUSTAINABLE DEVELOPMENT COMMISSION

2007

HESI (RIO EARTH SUMMIT)

PUBLICATION OF 1er SUSTAINABLE DEVELOPMENT REPORT  
COMPULSORY FOR ALL

2008

CSR STAFF REFERRAL NETWORK

RESPONSIBLE PURCHASING RESEARCH CHAIR FOUNDATION FOR RESPONSIBLE MANAGEMENT  
UNEP-GUPES

2009

BUSINESS AS UNUSUAL RESEARCH CHAIR  
WELLNESS CLUSTER SCHEME  
CSR RESEARCH  
PLATFORM FOR SUSTAINABILITY PERFORMANCE IN HIGHER EDUCATION

2010

SULITEST

COP21 EDUCATION CONFERENCE (UNESCO)  
HANDIKAP SCHEME

2011

WELLBEING AND WORK RESEARCH CHAIR  
EQUAL OPPORTUNITIES KAP SCHEME

2012

COP21 EDUCATION CONFERENCE (UNESCO)  
HANDIKAP SCHEME

2013

NETWORK OF CSR ADVISORS IN STUDENT ASSOCIATIONS

SDG ACCORD  
PRESENTATION OF 1st SULITEST REPORT TO THE UN

2014

2015

2016

2017

2018

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